

Proposals organized by working

**1. Why the Nation Has an Army**

xx. Sustain the All-Volunteer Army.

**2. Commission Mission**

xx. Congress should discontinue using commissions to arbitrate intra-service conflicts.

xx. Congress should revise the Federal Advisory Committee Act to adopt current information sharing and transparency tools (e.g. use web-based reading room, use committee website vice GSA database, etc.).

**3. Assessing Risk**

xx. Do not reduce the Army end strength below 980K.

**4. Budget Environment**

xx. Congress increase DOD and the Army's budgets to at least similar funding levels as the FY16 Presidential Budget due to significant threats to national security.

xx. Use activity based costing as the preferred method for estimating cost by determining a current per capita (per person, per mile, etc) cost and applying that cost to a future population or level of activity. Activity based costing includes the fully burdened cost of personnel for a given activity.

xx. Congress eliminate restrictions for transferring fund for modernization between Operations and Maintenance (sustainment), Research and Development, and Procurement funds are fungible without congressional notification.

xx. Revoke the Berry Amendment that restricts DOD from using funds appropriated or otherwise available to DOD for procurement of food, clothing, fabrics, fibers, yarns, other made-up textiles, and hand or measuring tools that are not grown, reprocessed, reused, or produced in the United States.

xx. Endorse the Military Compensation Commission recommendations to generate \$XX

xx. Authorize DOD to close or realign facilities.

**5. Managing the Army**

xx. SEC ARMY create/enforce policy to ease transition of Soldiers between Components.

xx. Congress, OSD, and Army support and adequately fund Integrated Personnel & Pay System-Army (IPSS-A) in FY16 and beyond to maintain the program's current schedule.

xx. Do not (reimpose/reenact) the FY16 NDAA's reporting requirement that limits the ability of the Secretary of the Army to obligate more the 75 percent of the total authorized funds for the IPSS-A program.

xx. Army/OSD conduct a study, with GAO review, on the integration of unit organizational changes and the Army's ability to staff and synchronize changes into the budget, strategic planning, and training and doctrine cycles.

xx. SEC ARMY develop promotion policy that incentivizes Regular Army, ARNG, and USAR assignments with other components or within multi-component units.

xx. Amend 10 USC 10205 to authorize the SECDEF to coordinate with other federal agencies to obtain updated contact information on IRR Soldiers from those agencies.

xx. Rescind 22 Feb 06 memo "Individual Ready Reserve Transformation"

xx. Amend 10 USC 10205 to allow for a virtual muster for IRR Soldiers that does not include a physical examination.

xx. Army rapidly transfer Soldiers out of IRR who are designated as a member not to be retained in the Ready Reserve to create a more accurate picture of accessible Soldiers.

xx. SEC ARMY reauthorize the Active First Program. This program operated between 2007 and 2011 and over 4900 individuals assessed into the Army through the program. Through this program, ARNG recruiters offered Active Duty contracts to individuals who then agreed to a Selected Reserve tour in the ARNG (unless they elected to re-enlist in the Regular Army).

xx. Congress should authorize and direct SEC ARMY to establish a significant pilot program in which recruiters from all three components are authorized to recruit individuals into any of the components and receive credit for an enlistee regardless of the component (acknowledging that only a state National Guard member can enlist an individual into that state's National Guard).

- Congress should specifically authorize this "notwithstanding any other laws" in order to avoid potential fiscal law concerns.
- Include a provision in which Regular Army recruiters are authorized to join a state Army National Guard in a dual-status in order to be authorized to recruit individuals into a state Army National Guard.
- Direct SEC ARMY to conduct an 18-month pilot program and, at the end of the pilot, present a report to Congress with the results of the pilot and recommendations as to whether to make the temporary authorities permanent.

xx. Congress should authorize, and SEC ARMY direct, consolidating the marketing function for all three components under the authority of the AMRG.

xx. Conduct an end-to-end review of the Total Army School System to identify efficiencies in schools, link doctrine to course, and reduce publications.

- Examine true regionalization of the Army's school system.
- Consolidate the infrastructure where efficiencies can be gained.
- Acknowledge any unused capacity, explain need to retain for Army expansion or eliminate the unused capacity.

xx. Adopt a single name for the Army's school system - The Army School System. Eliminate the One Army School System (OASS) label.

xx. Accelerate implementing the concept currently called OASS and incorporate functional training courses in the next phase.

xx. Congress should enact the recommendations by the Military Compensation and Retirement Modernization Commission to consolidate the over 30 reserve duty statuses into six broad duty statuses.

xx. Transition AGR positions into Regular Army positions.

xx. Congress should enact legislation to allow the Secretary of the Army to assign of Regular Army Officers and Enlisted Soldiers to Army National Guard Positions to execute Full-Time Support Functions including taking the State or Territory Oaths of Office without prejudice to their Federal standing

## **6. Evaluating Structures**

xx. COCOMs and ASCCs update all war plans with current / programed force structure and doctrine. Establish a review process that will ensure plans are updated every two years.

xx. Ensure force structure changes not requested or initiated by COCOMs/ASCCs to meet existing shortfalls, are thoroughly vetted, tested, experimented and/or modeled, and integrated with other force structure to maintain suitable support structure and interoperability.

xx. The Army should pursue multicomponent structures for various mission sets, such as cyber security, medical, and other specialties, where leveraging civilian sector skills and experience could enhance operational efficacy.

xx. Army develop a substantial pilot program to test multi-component aviation unit approaches.  
Set deadlines for implementing the pilot program including completion of detailed design within one year after publication of the report and full implementation of the pilot program within one year after completion of the design work.

xx. Forward station a Combat Aviation Brigade (CAB) in Korea.

xx. Forward station an aviation mission command element in Europe.

xx. Forward station ABCT in Korea and another in Europe.

xx. Reduce up to two Brigade Combat Teams (BCTs) as bill payers for end-strength requirements associated with other growth requirements to meet readiness and capacity demands.

xx. Design each ASCC to account for vast difference in COCOM AORs, demographics, problems and missions. Ensure the ability to provide mission command in proportion to mission requirements, likely unique for each COCOM.

xx. Increase chemical forces - increase Army BIDs and Technical Escort responsiveness and capacity (ARNG could add to develop a BIDs for HLD missions).

xx. Increase Engineer dive team capacity.

xx. Increase Quartermaster fuel and water purification responsiveness and capacity.

xx. Increase Military Working Dogs and Internment and Resettlement companies capacity.

xx. Air Defense Artillery (ADA):

- o Increase Short Range ADA investments in structure and technology, whether developed or COTS.
- o Consider building unequipped Patriot units to address issues with ability to reenlist, unit locations, etc., for this stress force.
- o Change sourcing solution for GMD and NCR mission sets from ARNG to Regular Army.

xx. Transportation:

- o Increase capacity of Logistic Support Vessels (LSVs) on both U.S. coasts.
- o Relocate one Transportation Brigade Expeditionary (TBX) to the Pacific coast.
- o Explore multi-component TBX organization to improve interoperability and provide additional RC training opportunities.
- o Codify in lieu of solutions for Expeditionary Terminal Units that only exist in the USAR and lack the capacity to meet war plan requirements.
- o Increase Transportation Medium Boat Companies and station on both coasts.
- o Increase Transportation Terminal and Seaport Operations units.

xx. Increase POL Truck Company responsiveness and capability with stationing and quantity in prepositioned assets changes.

xx. Army/OSD assess the effectiveness of the current split stationing of SMDC (between Colorado Springs, CO and Huntsville, AL).

xx. Joint Staff/ Army evaluate sourcing contingency HQ (MNC-I, MNC-A, MNSTCI, ISAF, IJC, etc.) using WIAS sourcing for temporary structure rather than formalizing the requirement and developing a capability or using existing capability to source the requirement.

## **7. Force Generation**

xx. Take corrective action to mitigate the strategic mobility shortfall for ground forces forecasted for 2023 (sea, rail, and heavy lift trucks).

xx. Revise SEC DEF Jan 19, 2007 memo, "Utilization of the Total Force," to change the planning objective for involuntary mobilization of Guard/ Reserve units to one year mobilized to four years demobilized (M2D 1:4) goal.

xx. Revise SEC DEF Jan 19, 2007 memo, "Utilization of the Total Force," to adjust involuntary mobilization time to more that or less than twelve months as needed to achieve the same operational deployment period (aka BOG) for all Army Components.

xx. Plan ARNG and USAR force structure at M2D 1:4 goal.

xx. Expand OCO authority to include “unnamed operations” such as Atlantic Resolve. The expansion of OCO funding for unnamed operations will allow greater Reserve Component employment across all geographic Combatant Commands.

xx. Increase Army funding within budget to approximately 3000 man years annually for 12304(b) utilization of the Reserve Components.

xx. Expand 12304b authority to include operational requirements that emerge within the programmed budget timeline. This modification must also include adjustment for use of “year of execution” funding to support RC employment.

xx. Change First Army three-star commander and two-star deputy commander positions to multi-component positions where officers from all components rotate through the positions under FORSCOM. The three-star commander and two-star deputy commander would rotate between the Guard and Army Reserve to control pre- and post- mobilization training.

xx. Resource First Army's AGR positions from ARNG and USAR at the aggregate manning level provided for each Component.

xx. Restore First Army Title XI manning back to the 2005 level of 5,000.

xx. Reduce mandatory training prescribed in AR 350-1.

- Implement the 2015 Army Training and Leader Development Conference recommendations by the end of FY 16.
- Reduce the number of mandatory training requirements by half and move the reduced tasks to local command policy per AR 600-20.
- Develop formal process for approving adding any mandatory training tasks. Review existing mandatory training requirements annually for retention or deletion.
- Charter the Training General Officer Steering Committee (TGOSC) to provide a viable governance entity to approve all Army and CCDR mandatory training requirements and the addition of any item to the list.
- Change the Reserve Component's mandatory training requirements for annual to a two-year cycle.
- Codify every mandatory training requirement with a task, condition and standard, Training and Evaluation Outline, and lesson plan. Make this information accessible to all Components through the Army Training Network.
- Delegate mandatory training exception approval authority to the two-star Commanders.
- Abandon the administrative task for 100% individual training record accountability for mandatory training.
- Compensate Reserve Component Soldiers for using the Electronics Based Distance Learning (EBDL) system to complete mandatory training requirements on line on their own time.
- Rewrite AR 350-1 and establish a consolidated repository for training requirements.

xx. Implement the Army's revised methodology for assessing the progression of training readiness, Objective – T, and revise readiness reporting using the additional quantifiable criteria.

xx. Increase from 2 to 4 annual rotations for ARNG BCTs at CTC beginning FY 17.

xx. Provide a Pre-deployment Training Equipment (PDTE) set to Ft. Bliss for MFGI role.

xx. Develop an Army Mobilization Plan reflecting MFGI methodology, home station mobilization option(s), and lessons learned from past decade in order to be prepared for future contingency and large mobilizations requirements.

xx. As recommended in QDR 14, OSD should conduct a comprehensive review of the Nation's ability to mobilize its existing reserves as well as its preparedness for the potential of national mobilization.

xx. Incorporate all State Partnership Program activities and Army institutional requirements into FORSCOM ARFORGEN Synchronization Tool (AST) automated system.

xx. Incorporate Global Theater Security Cooperation Management Information System (G-TSCMIS) into Global Force Management (GFM) system or eliminate.

xx. Develop by end of FY 17 the Army plan for expansion, including maintaining a running estimate for long lead equipment production/modification and personnel accession/training for anticipated capability shortfalls that occur after reorganization and mobilization.

- address each of the statutory Department of the Army functions as articulated in 10 U.S. Code § 3013.
- Examine and report annually to SEC DEF on the necessary requirements to expand Army's capacity.

xx. SECDEF incorporate in defense planning and fiscal guidance the analysis of Army expansion requirements for force-sizing and capability mix analyses.

- This guidance would give priority to the retention of expansion-required leaders, infrastructure, and materiel in the defense budget and program.

## **8. Allocation of Guard**

xx. Revise Army and National Guard Bureau regulations for allocating Army National Guard personnel and force structure. Retain the SEC ARMY as final approval authority.

- Clarify the authorities of the Director, Army National Guard and the Chief, National Guard Bureau with written delegation of authority from the Chief, National Guard Bureau to the Director, Army National Guard
- Do not require a state governor's approval in circumstances beyond what is required by statute.

xx. Codify in regulation the current processes within Total Army Analysis applied within NGB to allocate changes to personnel and force structures in the States and territories

- There is currently no regulation that officially codifies the Army's process.
- Ensure the new regulation directs that member of the staff from the Assistant Secretary, Manpower and Reserve Affairs and the Army G-3, Force Management are members of the NGB board as observers.

## **9. Apache Transfer**

xx. Adopt Option #3 (ARI modified to maintain four National Guard Apache battalions).

- Option #3 would maintain 24 manned Apache battalions.

- Of these 24 battalions, 20 would be in the Regular Army and four would be in the National Guard. All the Regular Army battalions would be equipped with 24 aircraft. The four National Guard battalions would be equipped with 18 aircraft.
- Assumes that only two Black Hawk battalions are added to the National Guard (which is the same number used by the NGB alternative instead of four battalions under the ARI).
- Proposal includes personnel cuts designed to maintain National Guard and active personnel at the levels in the FY 2016 budget request.

Aviation proposals at higher budget levels in priority order.

1. Retain eleven CABs in the Regular Army. Maintaining eleven CABs constitutes the highest-priority if additional funds can be made available for aviation forces.
2. Increase flying hours 2 hours per pilot per month in both the Regular Army and Reserve Components available for peacetime training. The current level of flying hours for the Regular Army is about 11 hours per pilot per month and for the Reserve Components is about 6 hours per pilot per month.
3. Execute a more aggressive modernization program for Army aviation.
  - At a minimum, offset any reductions to the Black Hawk modernization program discussed as part of Option #3
  - Accelerate Black Hawk modernization.
  - Buy more Apache helicopters, thereby avoiding the need to equip National Guard battalions with only 18 aircraft.
  - Consider a program to develop a future armed reconnaissance helicopter.

## 10. Policy & Legislation

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